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LANSCE Division ES&H

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TA-53 Procedure

On-The-Job Training

53 FMP 113-01.0

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APPROVALS

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1.0 Introduction

Workers are required to receive job- and task-specific training appropriate to their duties before commencing work. Line managers are responsible for ensuring that workers receive the necessary training and document the training according to Laboratory standards for training.

2.0 Purpose

The purpose of this document is to assist workers tasked with developing and documenting on-the-job training (OJT). The document and templates are designed to apply a graded approach to the analysis, design and development of job-specific, on-the-job training by considering health and safety impacts of operations, potential environmental impact, and resources available.

This document is designed to provide tools to OJT developers in order to:

- Provide easy to use templates for the development and documentation of OJT.
- Ensure consistency of development and documentation for training of workers at LANSCE in order to ensure a quality product.
- Provide information for managers as to the level of effort needed in developing and implementing OJT for their workers.

3.0 Scope

This document applies to AOT Division groups, the Manuel Lujan Jr. Neutron Scattering Center, Physics Division Groups 23 and 25.

4.0 Responsibilities

Who?	Responsibility
Group leader/Line manager	<ul style="list-style-type: none">• Approves qualifications of OJT evaluators• Approves Analysis• Ensures target audience for each OJT is correct• Approves OJT evaluator credentials
Team Leader/Subject-Matter Expert (SME)	<ul style="list-style-type: none">• Conducts analysis assigning level of training• Identifies specific workers for OJT• Ensures OJT is written for identified procedures• Conducts OJT or assigns OJT instructor• Prepares qualification memos for OJT evaluators• Submits documentation to Training Office
OJT Instructor/Evaluator	<ul style="list-style-type: none">• Conducts and evaluates trainees• Submits documentation to Training Office
LANSCE Training Office	<ul style="list-style-type: none">• Creates OJT courses in EDS• Creates and maintains course files for each OJT• Assigns OJT to training plans based on worker matrix• Enters completion data

	<ul style="list-style-type: none"> Provides guidance on OJT program to ensure consistency
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5.0 Procedural Steps

5.1 Analysis

5.1.1 Job-to-Training Analysis (Needs Analysis): In order to know what to train, determine the appropriate level of training, and identify the appropriate workers to train, analysis is required. In order to ensure a quality product, the focus of analysis for on-the-job training at this facility is based on the impact of operations to worker health and safety and potential impact to the environment. LANSCE takes a graded approach to needs analysis by looking at specific formal operations and procedures. Qualification on various knowledge and skills areas such as how to read and use an RWP or SWP, are addressed in laboratory-wide training programs or may be included in initial training/experience requirements.

5.1.2 TEMPLATE: Job-to-Training List: This template outlines the OJT program for a particular group or team and assists the subject matter expert in determining the level of training required.

1. In the upper left corner: Subject matter experts complete this form with a manager signing off as reviewer.
2. In the first column, list a single procedure (document number) in each row.

NOTE: In some cases, you may have more procedures than need to be analyzed because they may not have health, safety or environmental concerns. List only those that you as a subject-matter expert believe should have some form of training because they do or could have ES&H impact.

3. In the second column, list the name of the procedure as it appears on the SOP/SWP or RWP.
4. In columns three, four and five, determine the level to which each procedure should be trained:

A: Ad Hoc

This level of training assumes that the hazards involved are not significant enough to warrant performance-based training. This training may be covered by read/sign documents or lecture.

F: Formal

This training assumes that the procedure is performed once only or on a regular basis, enough to ensure proficiency is

maintained. Formal development of a performance-based OJT course with a checklist/walk through evaluation is required; however, only initial qualification is required unless there is a significant change to the procedure.

C: Continuous

This level of training requires formal development of training and retraining/requalification on a schedule set either by the procedure or by the subject-matter expert. This is the highest level of OJT development and should be considered for on-going operations with significant health or safety concerns or potential environmental impact.

5.2 Identification of Workers

5.2.1 **TEMPLATE: Worker Matrix:** The purpose of the worker matrix is to identify individual workers who must complete specific OJT courses. The team leaders are responsible for identifying workers on the matrix so that formal training plans may be assigned to the workers on the Employee Development System (EDS). The Line Manager approves the final worker matrix.

1. List the team name and team leader
2. List the names and Z#s of the individual workers in the boxes along the top row
3. Down the left hand column, list the procedure titles or document numbers which are listed in the Job-to-Training matrix or which are specific to a particular team.
4. For each worker, check off the procedures for which he or she will need to qualify.

5.3 Ad Hoc Training

In some cases, management may decide that reading and reviewing a procedure or attending a lecture may be sufficient coverage of a procedure. It is still important to document this review.

5.3.1 **Training Methods:** Procedures may be reviewed either as a group or individually as long as the worker has a chance to ask questions or for clarification on the procedural elements. Each worker should sign the roster after reviewing the procedure. If the procedure changes, workers should again have a chance to ask questions/clarify the procedure with the supervisor. If there are significant changes to the procedure, another roster should be completed to document review of the changes.

If a lecture is conducted to review a procedure, workers should sign a roster, attach a copy of any meeting notes, overheads, or other handouts used in the lecture.

5.3.2 Documentation Requirements:

1. Copy of procedure
2. Completed Original Roster
3. Meeting notes

At a minimum, a copy of the procedure should be attached for either read/sign or lectures.

5.3.3 TEMPLATE: On-the-Job Train. Ad Hoc Training:

1. Provide the title of the course as it should appear in EDS. The EDS number will be provided by the LANSCE Training Office.
2. Provide the group to which this procedure applies, or indicate the owner (group) of the procedure.
3. Check off the appropriate box which best describes why this training is being conducted at this time.
4. Provide the full document title. Provide the document number.

5.4 Formal & Continuous Qualification.

Formal and continuous qualification of on-the job training generally require a higher level of documentation. Use of this template ensures the basic elements required for documentation are captured.

- 5.4.1 Training methods: The elements required in this document outline the specific tasks a worker must perform or knowledge he/she must possess in order to be qualified on a specific procedure.

Qualifications of an OJT instructor/evaluator must be documented. This may be accomplished by a memo from the line manager which discusses the OJT instructors' years of experience, certifications, education, or expertise with the particular system.

5.4.2 Documentation Requirements:

1. Copy of procedure
2. OJT Documentation Cover Sheet
3. Performance Evaluation Checklist for each worker trained, signed and dated
4. Qualifications of OJT instructor

5.4.3 TEMPLATE: Formal & Continuous Qualification:

1. In the boxed title insert the procedure number

Note: The header in this document also includes the procedure number. Please update this as well.

2. **Title** of the procedure
3. **EDS Number-** this will be assigned by the LANSCE Training Office.
4. **Group:** Provide the name of the group for which this training is intended, or the owner of the procedure if the training will cross group lines.
5. **Required By:** Place a check mark in the box which most appropriately describes why this training is taking place
6. **Target Audience:** Who is required to complete this training- in general terms (e.g. technicians in AOT-2, all LANSCE crane operators, etc.)
7. **Training Prerequisites:** List the skill(s) or training that a worker should have before attempting to perform this procedure.
8. **ES&H Concerns:** Based on the information provided in the procedure, list the health or safety concerns or potential environmental impacts which could be expected in performing this operation.
9. **PPE Used:** List all personal protective equipment the worker should use/wear when performing this procedure. These should be listed in the procedure.

5.4.4 TEMPLATE: Performance Evaluation Checklist: A checklist is used to evaluate the workers on knowledge and skills of the procedure.

1. Below the title, list the procedure number.
2. Columns one or two are to be checked and dated upon completion of the listed task.
3. Critical job steps or knowledge requirements:

Based on the steps in the procedure, take each step (combine steps if it makes sense) and extract the important critical information that the workers should be expected to know. This section can be as detailed as needed in order to assess

that the worker has met the requirements. For example, each checklist entry could be a specific task observed by the evaluator or could be a specific question. If a question is asked, list the correct response expected.

NOTE: Remember that this is the criteria against which the worker will be evaluated Be specific! As the subject matter expert, you should ask the questions you feel are important and could affect the health and safety of the worker if the steps are not performed correctly.

A walk through should be conducted by a subject matter expert or line manager prior to full implementation of the training.

Leave enough room for notes after each step so that the evaluator can write notes on areas which need more training or reasons why a worker may not have satisfactorily completed a particular step.

The final signature is indication of satisfactory performance of all critical job steps or knowledge requirements. If a worker has unsatisfactory performance of any task, remediation/retraining must take place before final sign off.

The final sign off date is the date which will be documented in EDS.

5.5 Training Implementation

Once the training documents are developed and approved by line management, the LANSCE training office will create electronic and hard-copy file records of the courses and will prepare to maintain individual qualification training plans for workers.

5.5.1 Implementation Methods: There are three steps to take when implementing the prepared OJT programs:

1. Prepare:

- Make sure the OJT is approved and signed off and you are working with the latest version of the procedure.
- Ensure each worker is given his own performance checklist ahead of time (including the cover sheet with the objectives). Ask the workers to review the procedure before the actual OJT evaluation. In some cases, the worker may have performed the procedure before but is now going to be formally evaluated.

2. Walk-Through:

Formal OJT requires that the evaluator explain what will be accomplished, discuss safety issues and precautions and also demonstrates the procedure. The worker should be given the opportunity to practice and ask for guidance or ask general questions before being evaluated. The evaluator/instructor should also guide the worker and provide constructive feedback to ensure he/she is performing the tasks correctly and safely.

3. Evaluate

The worker is formally evaluated against the criteria set in the OJT documentation, performance evaluation checklist. The evaluator should check off and date the performance evaluation checklist.

Signature by the instructor/evaluator assumes satisfactory performance of all task/knowledge requirements. If necessary, the instructor/evaluator should perform remediation with the worker to review any tasks or knowledge requirements which are observed as less than satisfactory.

In some cases, a procedure can take several months or weeks to complete depending on schedules, beam activities, etc. When the entire checklist is completed, return the completed documents to the LANSCE Training Office. The final sign off date will be the date training completion is documented in EDS.

6.0 Records

A copy of the original analysis documents (Job to Training Lists, Ad Hoc Training Rosters, and OJT Documentation) will be maintained in course files by the LANSCE training office.

Required readings are documented on EDS as individual courses. Completed rosters should be forwarded to the LANSCE Training office for EDS entry.

Formal and continuous training are also documented in EDS in individual course numbers. An individual OJT Performance evaluation checklist should be completed for each procedure for each worker requiring qualification. Completed, signed checklists should be forwarded to the LANSCE training office where they will be documented in EDS and the original copy kept in the individuals training file.

7.0 References

Laboratory Standard, LS 113-13.0, "On-the-job Training"

8.0 Attachments

1. LANSCE Job-to-Training List
2. LANSCE Worker-to-Training List
3. On-the-job Training Documentation for Ad Hoc Training
4. On-the-job Training Documentation for Procedure #_____
5. On-the-job Training Performance Evaluation Checklist, Procedure #_____